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Volume II
December 1997

the central news

Executive Office for Administration and Finance

Central Business Office

Welcome to the latest edition of *The Central News*! I would like to thank those of you who took the time to send a note or an e-mail to share your impressions, ideas, or general comments about our first edition. As a result of your feedback, we have added a new spotlight section. This section shares information regarding the missions of ANF departments--some of which may be somewhat revealing or surprising to you.

We have also included informational submissions from some of our customer departments to ensure that you are aware of programs and opportunities available to you. As the ANF/CBO approaches its first anniversary at the end of January, we have worked diligently to transition tasks, learn about your organizations, and consistently adapt our processes to better serve our CBO customers. To that end, we have included information regarding changes in payment/procurement processing in this edition, as well as the upcoming implementation of Intranet opportunities for CBO customers.

Your colleagues at the ANF Central Business Office wish you and your loved ones a healthy and joyous holiday season and look forward to serving you in the new year.

Happy Holidays!

Mary Ann Bradley

notables . . .

Paul Dietl has recently been appointed Assistant Personnel Administrator for the Human Resources Division. Mr. Dietl most recently worked for the Department of Revenue as their Deputy Commissioner. Mr. Dietl's vast experience and extensive knowledge of state government will make him a valuable asset to all state agencies.

Kristen Keel has assumed the position of Chief of Staff of EOAF. Ms. Keel comes from the Fiscal Affairs Division and brings her expertise regarding the financial workings of education reform and state and local finance.

Chris Supple has joined the EOAF staff as General Counsel. Mr. Supple previously served as an Assistant Chief of Staff in the Governor's Office. We wish him well in his new position.

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The Latest From Human Resources

Suggestion Awards Initiative

Charles D. Baker, Secretary of the Executive Office for Administration and Finance, recently announced the Commonwealth of Massachusetts Suggestion Awards Initiative.

Open to all bargaining unit employees, this program can help you gain the individual recognition you deserve for your innovative ideas, and give you the satisfaction of having your suggestions implemented. In addition, you can earn up to $5,000.

You can obtain the Suggestion Awards Initiative Guidelines and Suggestion Award Application from your agency liaison, or by calling the ANF Central Business Office at 727-8181. **All applications must be received by January 15, 1998.**

Mentoring Program

It is not too late to sign up for the Commonwealth's mentoring program. Employees may volunteer to mentor an at-risk youth for up to one day per month without losing pay or benefits. Volunteers work through existing mentoring programs, such as those offered by Big Brothers and Big Sisters, GangPeace, and Partners in Education. Information on mentoring is available through Greater Boston One-to-One at (617) 695-1200 or www.mentoring.org.

Your agency's CBO liaison has copies of the mentoring program booklet and guidelines. If you want more information about the Commonwealth's program, you may contact Lori Buseck at 727-8181.

Career Employment Opportunities

The Commonwealth Employment Opportunities (CEO) is a statewide Executive Branch job posting system on the Internet. The CEO is a joint effort between the Human Resources Division and the Information Technology Division. The CEO provides a single location where applicants can view all current job openings in Massachusetts without contacting separate agencies. Applicants are able to search by occupation, department title, or location. Listings retrieved can be sorted by salary, title, or location. If requested, the CEO can link a posting to the agency's homepage. From there, you can link to the agency's webpage containing the job application and instructions for applying. For position information and to post a position on the CEO, contact the ANF Central Business Office at 727-8181 and ask for your agency liaison. For the latest listings on the CEO, visit the HRD webpage at **www.state.ma.us/HRD**.

W-2 Forms

W-2 forms will be mailed directly to employees' home addresses on January 26, 1998. W-2 forms for 1997 will include 53 weeks of earnings. DCAP and COMEC deductions will be zeroed out for the 53rd week. Deferred compensation deductions will be adjusted so that employees' contributions do not exceed the maximum amount of $7,500 for the calendar year. **If you have moved in the last year, please write, call or e-mail us at the CBO with your new address.**

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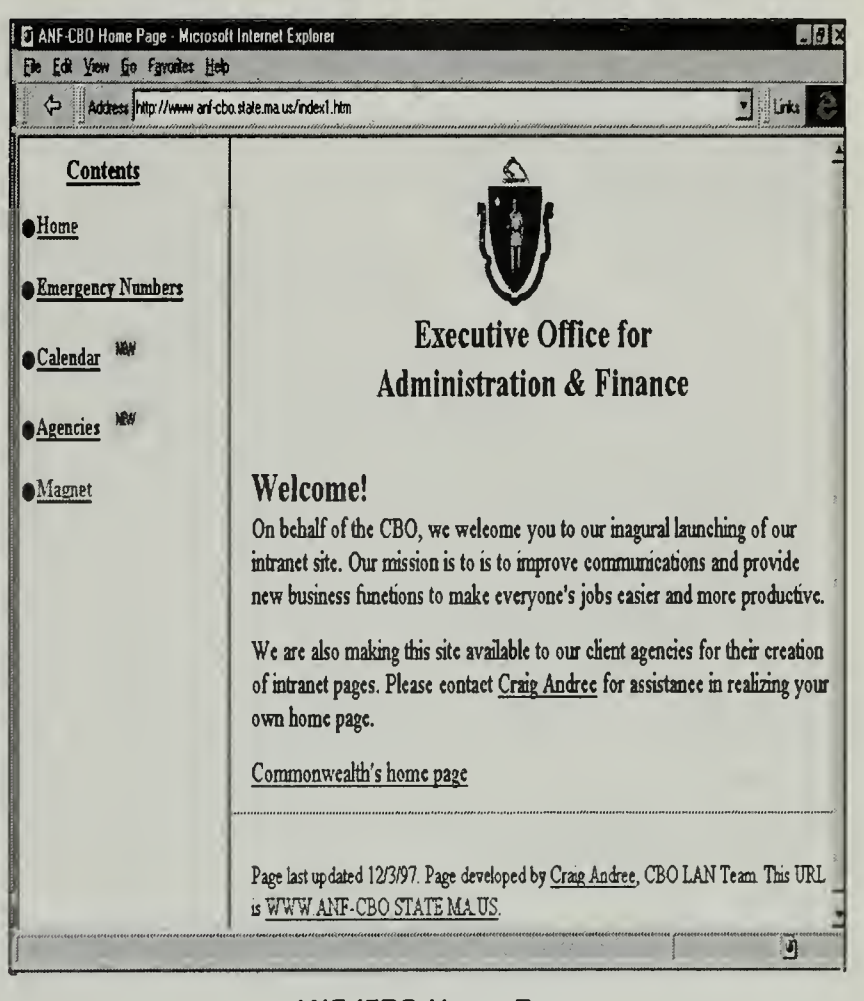
TECH TALK

CBO INTRANET

The CBO is pleased to announce the upcoming release of its Intranet site: *http://www.anf-cbo.state.ma.us*! The goals of the site are to provide an improved mechanism of communication, as well as a source for information. Common information such as phone listings, e-mail addresses, and staff responsibilities will be available at the touch of a key. Important dates in the annual budgeting cycle will be available. We also plan to make common forms available--some with interactive qualities to make them easier for agencies to process.

Not only are we planning to deliver new and better services to our customer agencies, we are making the Intranet site available for our agencies to initiate their own sites. The Massachusetts Office of Dispute Resolution is the first agency to take advantage of this new opportunity. Other agencies will soon follow. By providing the Intranet hardware and software for agency use, the CBO saves the agencies the fiscal and human resources it would take to put up their own individual Intranet sites. Sharing this type of resource is a win-win situation for everyone. Agencies avoid purchasing their own server and all the costly software that goes along with it. Furthermore, there is no maintenance concern with implementing a new server. Lastly, the CBO is assisting agencies in their initial web development--a costly proposition if agencies had to purchase this service themselves. Having an Intranet site is an exciting and challenging undertaking that will grow as we come to embrace this technology. Stay tuned to the Universal Resource Locator (URL), because it is coming to a computer near you.


ANF-CBO Home Page - Microsoft Internet Explorer
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Address http://www.anf-cbo.state.ma.us/index1.htm
Links
Contents
Home
Emergency Numbers
Calendar NEW
Agencies NEW
Magnet
Executive Office for
Administration & Finance
Welcome!
On behalf of the CBO, we welcome you to our inagural launching of our intranet site. Our mission is to is to improve communications and provide new business functions to make everyone's jobs easier and more productive.
We are also making this site available to our client agencies for their creation of intranet pages. Please contact Craig Andree for assistance in realizing your own home page.
Commonwealth's home page
Page last updated 12/3/97. Page developed by Craig Andree, CBO LAN Team. This URL is WWW.ANF-CBO.STATE.MA.US.

ANF/CBO Home Page
(under construction)

ENGLISH - Merry Christmas and Happy New Year
JAPANESE - Shinnen Omedeto Kurisumasu Omedeto
CHINESE - Kung His Hsin Nien Bing Chu Shen Tan
GERMAN - Froehliche Weihmachten
GREEK - Kala Christouyenna
HINDI - Shub Naya Baras
IRISH - Nollaig Shona Dhuit
ITALIAN - Buon Natale
KOREAN - Sung Tan Chuk Ha
FRENCH - Joyeux Noel
PORTUGUESE - Boas Festas
SPANISH - Feliz Navidad
SWEDISH - God Jul
YUGOSLAVIAN - Cestitamo Bozic
BRAZILIAN - Boas Festas E Feliz Ano Nuevo

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FISCAL BULLETIN

Payment/Procurement Update

Payment/Procurement Teams

As a result of the lessons learned during the close of FY'97 and the open of FY'98, a staff reorganization in the Payment and Procurement Unit was finalized and the implementation of a Team structure has taken place. The intent of the reorganization effort was to create payment/procurement teams that are assigned to individual agencies. Four two-person teams were created and have been assigned specific agencies. Through these dedicated teams, staff is responsible for the entire fiscal process and gains a better understanding of each agency's needs. These changes resulted from working with department liaisons and CBO management, and from staff recommendations. Additionally, the focus on better reporting and communication resulted in piloting new reports and reinforcing the need for regular meetings with all departments. It is our hope that these changes will continue to improve service to our clients.

The teams are as follows:

LeiMei Kwan, *Procurement;* Marie Doran, *Payments*		Charlene Collins, *Procurement;* Barbara Saia-Houlihan, *Payments*	
ALA	BSB	HRD	ATB
CBO	MODR	ANF	BGT

Grace McLaughlin, *Procurement;* Anne Taylor, *Payments*		Christine Donohoe, *Procurement;* Maureen Keating, *Payments*	
ITD	ADD	OSD	CAD
OHA	CSC	LIB	

Budget Unit Update...

* In the middle of the month, agencies should be receiving their financial reports and payroll projections for month-end activity. Any and all feedback is appreciated.

* I am pleased to report that the FY'98 spending plans for all ANF-supported agencies were submitted to the Fiscal Affairs Division (FAD). Your cooperation and efforts in this project were greatly appreciated and enabled us to meet FAD's submission deadlines. Spending plans were finalized and approved by FAD in November.

* We are now working with agencies on House One expansions, narrative changes, and line item language edits.

* The FY'98 Affirmative Market Program (AMP) benchmarks have been submitted to the Executive Office for Administration and Finance for all CBO-supported agencies. The next AMP meeting is Thursday, January 29th at 1:30 p.m. at One Ashburton Place, 21st floor conference room. The focus of the meeting will be on reporting.

* During the month of January, the budget unit will meet with all agencies to do a midyear review of spending and payroll projection.

Nilsa Morales

The holiest of all holidays are those kept by ourselves in silence and apart; the secret anniversaries of the heart.

-- Henry Wadsworth Longfellow

The Massachusetts Office of Dispute Resolution (MODR) is a state agency providing quality mediation and case evaluation services, dispute resolution skills training, meeting facilitation, and other alternative dispute resolution (ADR) services. MODR was established by statute to "improve the resolution of disputes" within the legislative, judiciary, and executive branches of government; municipalities and public instrumentalities. MODR provides its services in collaboration with a panel of over 60 private sector neutrals. Members of MODR's panel were chosen through a rigorous performance-based selection process. The members were trained by our office and are regularly monitored to ensure continued high-quality skills. In our work with other state agencies, MODR functions like a consultant for state government. MODR's annual appropriation includes language requiring the agency to pay back the appropriation by charging fees for our services. What follows are some descriptions of our services and programs, beginning with those services which would be of particular interest to state agencies.

What is Mediation?
Mediation is a voluntary, confidential, and flexible process that helps disputing parties to fashion their own agreements. Agreements reached in mediation can often meet the needs of all involved parties. Disputants are more likely to comply with an agreement that they themselves negotiated. The confidentiality of the mediation process is protected by M.G.L. Chapter 233, Section 23C.

Mediation can be used in relatively simple two-party disputes or in larger, more complex multi-party disputes. The parties may be the government and one or more private parties, two or more governmental agencies, a combination of government agencies and private parties (including citizen groups), or any other combination. An enormous benefit of mediation is that the process is flexible and can be designed to meet the needs of a particular dispute. Parties may use mediation or other forms of dispute resolution (see below), whether or not a law suit has been filed.

Training Program
MODR trains state employees and others in negotiation, mediation skills, and meeting facilitation techniques. Our goal is to provide skills to state employees so that they are better able to resolve disputes before they escalate. MODR custom designs its training to meet the specific needs of an agency by meeting with the agency and learning about the conflicts their employees face in their work. MODR then develops the training and adapts training exercises to enable participants to learn new skills, which apply directly to their work.

Fredie Kay

Our lively and interactive training sessions engage participants through the use of role plays, videotape presentations, lectures, and discussions. Participants are provided with background reading materials and a relevant bibliography. The interactive training experience helps participants to prepare for managing actual disputes by trying out their responses in simulated conflicts.

MODR has provided training to employees from the Budget Bureau (now the Fiscal Affairs Division), the Central Artery Tunnel Project, the Department of Mental Retardation, the Mass Highway Department, the Office of the Attorney General, and the State's Tobacco Control Program.

Facilitation, Consensus-Building, and Process Consultation
Often there are proactive steps that can be taken to prevent public controversies from becoming full-fledged disputes. Whether it is early in the dispute or the dispute has escalated, MODR provides facilitation, consensus-building, and process-consultation services to assist parties to develop an agreement acceptable to all. **Facilitation** refers to a variety of collaborative processes in which individuals and groups with divergent views use an impartial person to assist them in reaching agreement on a goal or to solve a problem. The facilitator is primarily concerned with running the process, usually helping the parties establish the ground rules, design and follow an agenda, and communicate more effectively. **Consensus-building** is a term for a variety of collaborative processes in which a facilitator is used to develop an agreement between diverse or competing interest groups. Through a consensus-building process, representatives with different viewpoints

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continued from page 5...

can constructively participate in developing sound policies, while eliminating (or at least reducing) community battles and prolonged legal action.

MODR consults with state agencies and municipalities regarding the design of dispute resolution, consensus-building, or public involvement processes. MODR has provided consultation and facilitation services for the Massachusetts Highway Department and the Department of Environmental Protection, as well as the Administrative Agency for Developmental Disabilities.

Environmental Mediation
MODR specializes in resolving environmental conflicts involving municipal, state and federal agencies. Our Environmental Program has handled over 200 environmental disputes in Massachusetts, involving numerous issues, such as hazardous waste cleanup and cost allocation, wetlands development, facility siting controversies, and other land use disputes.

Multi-Party Mediations
MODR convenes and manages large-scale mediations involving multiple state and federal agencies, environmental groups, and the public. Recent projects include a mediated multi-party agreement on the choice of technology used to clean up New Bedford Harbor, a site which some consider to be the most contaminated hazardous waste site in the world. Also, a multi-party agreement was reached which will minimize the environmental impact of a long disputed project to widen Route 2A in Lexington.

Court Programs
MODR operates three court-connected dispute resolution programs in two counties. The three programs are the Suffolk Superior Court Mediation, Case Evaluation Program, and the Norfolk Superior Court Mediation Program. These programs screen 3,000 cases annually for ADR potential, and provide mediation, case evaluation, or other ADR services for a total of over 700 cases per year. The combined settlement rate is 75%.

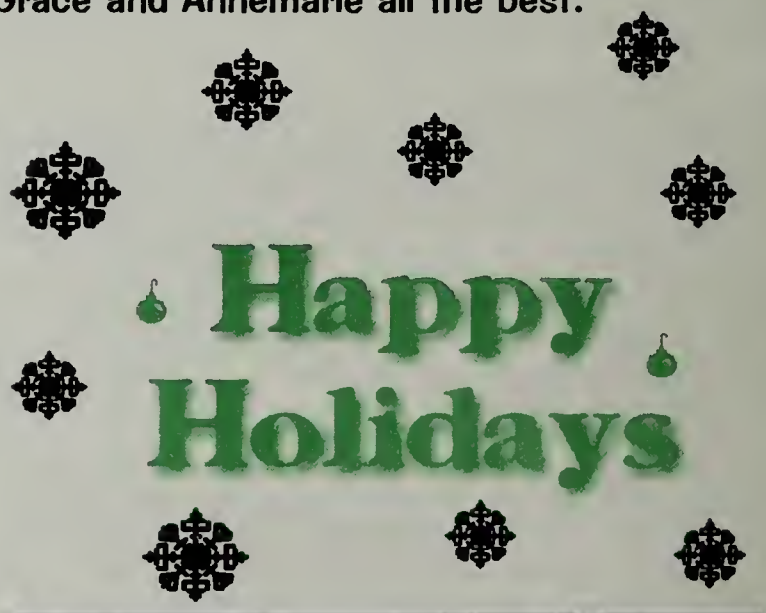
For more information about our services and fees, please contact Fredie Kay, MODR's Executive Director, at **(617) 727-2224, extension 315.**

notables continued . . .

The CBO would like to welcome the Civil Service Commission (CSC) to the CBO family! CSC officially transitioned to the CBO in mid-December.

Cathy Jackson in our human resource department was recognized by ADD as doing a great job during the reorganization of AADD and MDDC into a single agency. "Due to her efforts, the transition was completed by the established deadline."

Congratulations to Grace McLaughlin of the CBO who gave birth to a baby girl on November 23. Congratulations also go out to Annemarie Kates of ITD who gave birth to a baby girl on November 30. We wish both Grace and Annemarie all the best.



... From the CBO

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